

3 MAR 1981

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MEMORANDUM FOR:

C/PMCD

STAT

FROM

SUBJECT : 5/4-9 Survey

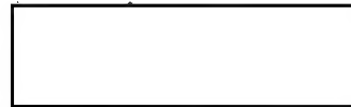
1. In response to your request, a survey was conducted in PMCD regarding the 5/4-9 experimental work schedule. The majority of the Division members indicated a desire to either combine 5/4-9 with flexitime, or return to the flexitime schedule previously used in the office. Although the 5/4-9 schedule offered a day off every other week, it developed disadvantages along with the advantages.

2. Advantages found by the participants of this schedule were:
1) less gas and time were used in getting to and from work; 2) they were able to spend more time with their families and recreational activities; 3) the amount of annual or sick leave was decreased since they were able to schedule their appointments or errands on their day off; 4) the quality of work increased due to quiet time in the morning and evening; and 5) giving more responsibility to the subordinates, thereby allowing more independence.

3. The disadvantages encountered by this experiment were such things as:
1) work decisions being delayed due to the absence of knowledgeable Division members; 2) the employees not having the flexibility of their arrival and departure times as they did with flexitime; 3) more communication was required with subordinates to ensure that all branch members were aware of ongoing projects and their status; and 4) the coffee not being made upon the arrival of the first workers.

4. The majority of the non-participants viewed the experimental schedule as lifting the employee morale of those who were participating. Approximately 50% indicated that they would be interested in adopting the schedule, while the other 50% either could not because of external training conflicts, carpools, or did not want to work more than 8 hours each day, 5 days each week. Some individuals indicated the need for more effective communication among branch members to ensure everyone was aware of the ongoing projects and their status. The absence of either the Division Chief or branch chiefs allowed more responsibility and independence for their subordinates.

5. Although the 5/4-9 participants have an extra day off every other work week as opposed to a few hours with flexitime, their daily schedules are fixed to 9 hours each day which some of the individuals found to be somewhat long for 5 days in a row. The majority indicated that they would prefer to give the combination of 5/4-9 and flexitime a try, to allow everyone in the Division to have the flexibility if they so desire to choose the latter. Three of the four branch chiefs felt the combination would not cause them to lose control of their subordinates, suggesting signout sheets maintained at the branch levels.



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Approved For Release 2005/06/22 : CIA-RDP83-01004R000200070019-6

Date 3-3-81

TO: (Name, office symbol, room number, building, Agency/Post)	Initials	Date
1. C/PSS	✓	3/3/81
2.		
3. DC/PMCD	Re	
4.		
5. C/PMCD		

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

Very well written summary. I am surprised that majority went to abandon compressed time unless they can ^{combine} flextime with it.

The disadvantages listed under item 3 seem questionable. If work deteriorates due to delayed delegation is faulty. The need for better communications is not a disadvantage. Somebody has to make that point rather. DO NOT use this form as a RECORD of approvals, concurrences, disposals, either way. clearances, and similar actions *clack*.

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

Phone No.

Approved For Release 2005/06/22 : CIA-RDP83-01004R000200070019-6

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Flexible/Compressed Work Schedules

FROM:

C/PMCD

1016 Ames Bldg.

EXTENSION

NO.

DATE

4 March 1981

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DD/P&E
1006 Ames Bldg.

RECEIVED

FORWARDED

Pete:

You might be interested in Steph's early report on compressed work schedule. I have been well aware that most of the people in the Division would like to have a combined flexible and compressed work schedule. As a manager, I am at least one year away of letting the Division run in such a loose fashion, if at all. PMCD is already ahead of others with work schedules and I don't want to get too far out. I am still inclined to go towards either a flexible schedule or compressed schedule, based on the majority's desire. I do not plan to switch back and forth after all of the testing has been completed.

Steph is obtaining a more precise figure on how many would prefer flex or compressed.

Gene: I agree with you that a combined schedule would be difficult to manage. I wonder if the 5/4-9 isn't easier as you know who is in each day; the flexible seems to allow the choice to the employee, not the manager. I still suspect that productivity does not increase

greatly under the 5/4-9 as 9 hours a day for 5 day is a long stretch. I also support deciding one schedule and staying with it.